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THE ROLE OF SELF-ASSESSMENT PROCEDURES IN THE FORMATION OF LEADERS: HUNGARIAN APPROACH

Leadership is a key to influencing organizational behavior and achieving organizational effectiveness. All leadership theories in one way or another address the issue of how followers receive necessary guidance and respond positively to their leaders.

Good leaders possess accurate self-insight, which they continually strive to deepen. The basis of accurate self-insight is balance. Both overly positive and overly negative self-evaluations can be barriers to the development of successful organizational abilities. Deeper self-insight helps us to have a clear vision of our aims and how to achieve them. Leaders need to form a picture of themselves that contains both advantageous and disadvantageous traits.

The findings of a Hungarian coaching-related survey in order to reveal personality differences between leaders and non-leaders are summarized. Our aim is to contribute to the development of coaching practice and education. The survey concerned measures 11 primary and 5 secondary personality factors based on 165 questions. 100 leaders and 200 non-leaders (100 men and 100 women) were asked to answer a questionnaire [1].

By the means of this survey, which deepens our self-insight, we can find out where we are at the moment and where we would like to go.

By analysing the test-results, we can explore different personality traits that could be of interest from the managerial point of view.

On the basis of the 17 traits examined, the following list shows the significant differences that were found between leaders and non-leaders.

Personality can be measured from various points of view, there are lot of personality tests. However, the motivational structure of the personality is rarely examined by scientists. This structure contains those deep, significant, partly genetic primary needs, which determinate our aspirations, instruments, aims and also the style of our socio-strategies.

Consider the basic components of the self-assessment procedure. Motivation for performance is an inner motivation to create something, to win in a competitive situation, to be successful, to show our competences to ourselves and others, and to prove our skills and abilities (Fig. 1).

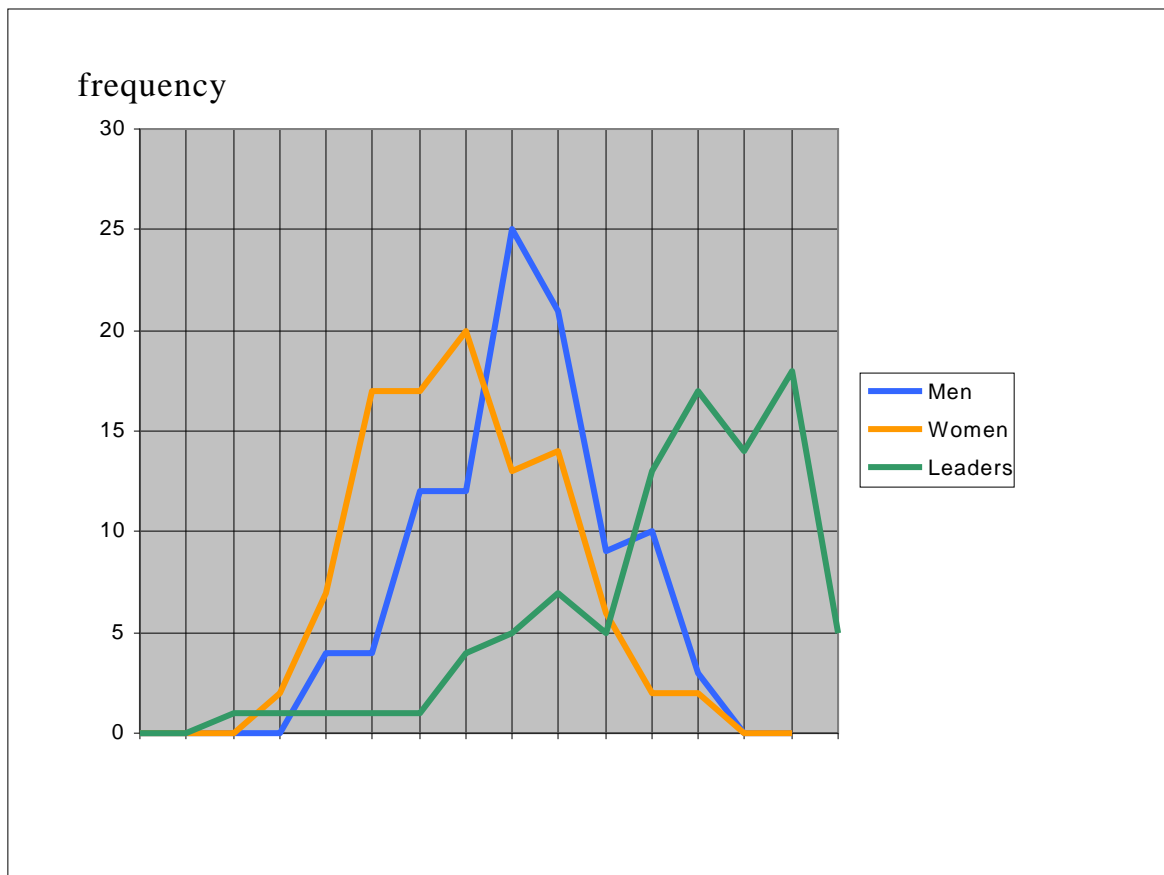


Fig. 1. Motivation for performance

90% of the Hungarian leaders have scores between 7 and 14, non-leader men have scores between six and twelve, and non-leader women between five and ten. People over 55 years of age score 1 point less. The Figure demonstrates that leaders' motivation for performance is higher than non-leaders'.

If a person scores fewer points than average, it indicates that he or she is rather quiet, accomodating, less driven and less work-centric. Most of us have some motivation for performance. We differ only with regards to the amount of this quality we possess. Therefore, people should not be judged on their level of motivation for performance. A person who has a score of one is not any less valuable than somebody with a score of 15 (Fig. 2).

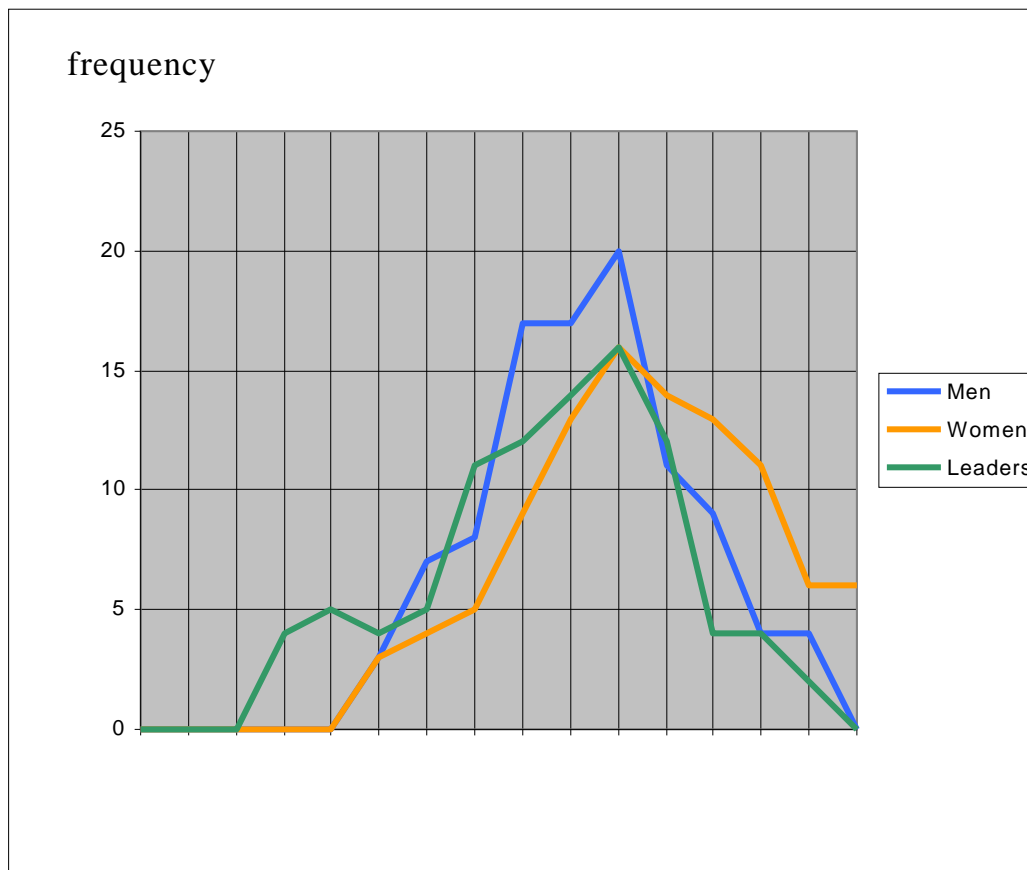


Fig. 2. The need for affiliation

The essence of the need for affiliation is the desire to belong somewhere. This includes the need for social membership and the need for human relations with relatives, friends and partners. This need played an important role in the past, because it was one component in the quest for survival (the lonely individual died quickly).

Everybody has the need for affiliation: 90% of the Hungarian leaders score between 5 and 12 with regards to this factor, non-leader men score between 6 and 12, and non-leader women between 8 and 13. These scores are unrelated to age. These results do not show a significant difference between the leader and non-leader populations.

People who score above the average have more emotional links to other people such as friends and relatives (not necessarily social relationships). These individuals show attention to the people around them. People who score below the average are likely to be rather unsociable, lacking in empathy, introverted, and possibly egoistic.

90% of Hungarian leaders got scores of between 2 and 9, and non-leader men scored between 5 and 10, as did non-leader women. These scores change slightly with age. The average scores of leaders and non-leaders are very similar, but the deviation is smaller with non-leader men.

People who score higher than average are basically defensive. It is important to them to avoid failure. They often explain away episodes of bad luck and reject criticism, because they have to defend their precarious self-esteem in this way. Individuals with lower scores tend to be accommodating, flexible people, who are willing to change. In fact, here we are focusing on the characteristic of remorse.

The leaders' scores are between 5 and 10, and are similar to those of non-leader men and women. Between ages of 55 and 60, the score increases by 1. People who have high scores are usually scrupulous, fair, faithful, well-balanced, loyal and ethical. Lower scores indicate people who are frivolous and unscrupulous, and who have less of a conscience. Such individuals have a preference for play-acting and they sometimes break the rules.

People with very high scores (above 13) can be self-destructive and masochistic, while those with scores from 0 to 2 may sometimes exhibit irresponsible, inconsiderate and insensitive behaviour.

The need for dominance means the desire to have power over other people and the wish to be in control. This need motivates people to become politicians, captains, chairmen and leaders in various fields. This trait is in every of one us, we just differ in the extent to which we possess it [2].

90% of Hungarian leaders scored between 7 and 14, non-leader men scored between 5 and 11 and non-leader women between 4 and 9. For those above 60, the score is 1 point less. The leaders' need for dominance is much higher than that of non-leaders'.

If a person has a score above average, he/she will probably strive for a leadership position. They will have a strong motivation for leading and ruling over others.

Low scores naturally mean the opposite: an accomodating, rather receptive person who carries out orders obediently and efficiently; instead of a dominant or leading personality type. Very high scores indicate people who, besides having good social skills, are often very successful. Naturally, on the other hand, such individuals usually have a lot of conflicts as well.

This need reflects our concerns with our appearance and our desire to push ourselves into the centre of attention. Leaders have scores of 6 to 13. The average for non-leader men is between 4 and 9, whilst for non-leader women – at between 5 and 10 – the average is slightly higher. These scores decrease quickly with age: for people above 60, the score is at least 2 points less. Taking all this into consideration, we can conclude that leaders show much more exhibitionism than non-leaders.

Individuals with high scores tend to become actors, politicians, teachers, artists, and even doctors and lawyers. People who work in these professions and who do not have a strong need for exhibitionism worry a lot. The need for exhibition is not only a female feature. Presenting ourselves has been the key to survival since ancient times.

Considerate leader behaviors that demonstrate a concern for people appear to enhance the health and well-being of followers in the work environment. This does not imply, however, that a leader must ignore the team's work tasks.

Different leadership situations call for different leadership talents and behaviors. That may result in different individuals taking the leader role, depending on the specific situation in which the team finds itself.

References

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